Office of the Chief Electoral Officer

2015–16

Departmental Performance Report

Marc Mayrand
Chief Electoral Officer of Canada

The Honourable Maryam Monsef, PC, MP,
Minister of Democratic Institutions

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ISSN 1490-5426
Cat. No.: SE2-4E-PDF

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Chief Electoral Officer's Message

I am pleased to present Elections Canada's *2015–16 Departmental Performance Report*, which describes the agency's progress on its multi-year plans and priorities during the past fiscal year.

In its delivery of Canada's longest election in more than 140 years, Elections Canada focused on making electoral services more convenient and accessible for Canadians while strengthening trust in the electoral system.

The agency provided more convenient registration options and made information on registration, identification and voting procedures more accessible. It increased the number of locations for advance and special ballot voting, ensured that polling locations and procedures met increased accessibility standards for electors with disabilities, and successfully engaged groups that typically face higher barriers to voting.

Elections Canada also strengthened its capacity to detect and address incidents that could interfere with elector participation. To increase poll official compliance with polling day procedures, the agency implemented a revised training program and commissioned the new mandatory independent audit of poll worker performance. Elections Canada also completed the process of readjusting federal electoral boundaries and revamped its political financing systems, while continuing to work closely with political parties and other stakeholders to ensure that election services met the needs of all participants.

Voter turnout in the 42nd general election reached its highest point in over 20 years at the national level, increasing notably within some target groups. There was no evidence of systemic interference with voter participation, and the vast majority of electors and political entities continued to express confidence in Elections Canada's administration of the election.

Findings from post-election assessments were presented in two reports to Parliament in spring and fall of 2016, respectively, and informed my recommendations report that followed shortly after.

Despite its success, this election demonstrated in many ways that we have reached the optimal performance that can be achieved under the current electoral management regime. This is not the time for complacency. A tipping point has been reached and action is required now to meet and hopefully exceed electors' service needs. Elections Canada is currently pursuing an electoral services modernization agenda to further improve voting services, information, and registration for the next general election. We will assess and adopt re-engineered business practices that are supported by technology-based solutions to maximize accessibility, convenience and effectiveness through all stages of the voting journey. My recent recommendations for legislative changes aim to enable this modernization agenda while maintaining the integrity of the electoral process.

Marc Mayrand
Chief Electoral Officer of Canada

Results Highlights

$486M

Actual Spending

724

Actual FTEs

Results Highlights

In 2015–16, Elections Canada maintained election readiness and successfully conducted the 42nd general election. Key achievements include improved quality controls, modern online voter registration services, enhanced accessibility of poll sites, expanded voting opportunities and improved contact centre services.

Elections Canada's regulation of electoral activities included implementing legislative changes into new systems and applications and establishing a new Electoral Integrity Office to oversee integrity and compliance. New opinions, guidelines and interpretation notes were also successfully issued. After the election, the agency started auditing election returns and administering election expense reimbursements.

As part of its Electoral Engagement program, Elections Canada continued to provide support to Parliament. The agency also worked closely with stakeholders to ensure that the needs of electors and political participants were met. During the election, it implemented a reviewed multimedia campaign to better communicate with all electors.

Elections Canada's internal services continued to support the agency's core functions, with key results being a reviewed election workers' tariff of fees, better security management and financial controls, and renewed IT systems, and enhanced IT security, data centre capacity and payroll systems. Internal services also established a reporting framework for the 42nd general election and initiated and supported the strategic planning process for 2016–19.

Section I: Organizational Overview

Organizational Profile

Chief Electoral Officer: Marc Mayrand

Agency: Office of the Chief Electoral Officer

Year established: 1920

Main legislative authorities:

- *Canada Elections Act*, S.C. 2000, c. 9[1]
- *Electoral Boundaries Readjustment Act*, R.S.C., 1985, c. E-3[2]
- *Referendum Act*, S.C. 1992, c. 30[3]

Other:

New Legislation

An analysis of proposed amendments to electoral legislation[4] impacting Elections Canada's business can be found on the agency's website.

Judicial Decisions and Proceedings

An analysis of judicial decisions and proceedings[5] that may affect electoral legislation can be found on Elections Canada's website.

Organizational Context

Raison d'être

The Office of the Chief Electoral Officer, commonly known as Elections Canada, is an independent, non-partisan agency that reports directly to Parliament. Its mandate is to:

- be prepared to conduct a federal general election, by-election or referendum
- administer the political financing provisions of the *Canada Elections Act*
- monitor compliance with electoral legislation
- conduct public information campaigns on voter registration, voting and becoming a candidate
- conduct education programs for students on the electoral process
- provide support to the independent commissions in charge of adjusting the boundaries of federal electoral districts following each decennial census

- carry out studies on alternative voting methods and, with the approval of parliamentarians, test alternative voting processes for future use during electoral events
- provide assistance and cooperation in electoral matters to electoral agencies in other countries or to international organizations

Responsibilities

In fulfilling its mandate, Elections Canada also has the responsibility to:

- appoint, train and support returning officers and retain the services of field liaison officers across Canada
- maintain the National Register of Electors, which is used to prepare preliminary lists of electors at the start of electoral events
- publish reports on the conduct of elections and official voting results
- maintain electoral geography information, which provides the basis for maps and other geographic products
- register political entities, including political parties, electoral district associations, candidates, nomination contestants, leadership contestants, third parties that engage in election advertising and referendum committees
- administer the reimbursements and subsidies paid to eligible candidates, registered political parties and auditors
- disclose information on registered parties and electoral district associations, registered parties' nomination and leadership contestants, candidates, third parties and referendum committees, including their financial returns
- refer to the Commissioner of Canada Elections information concerning possible offences under the *Canada Elections Act* (or other relevant Acts)
- consult the Advisory Committee of Political Parties for advice and recommendations
- issue written opinions, guidelines and interpretation notes on the application of the *Canada Elections Act* to political entities
- appoint the Broadcasting Arbitrator, who is responsible for allocating free and paid broadcasting time among political parties and for arbitrating disputes that may arise between parties and broadcasters
- recommend to Parliament amendments for the better administration of the *Canada Elections Act* by submitting a recommendations report after a general election, as well as by providing expert advice and other special reports

Strategic Outcome(s) and Program Alignment Architecture

Elections Canada has a single strategic outcome, supported by the following Program Alignment Architecture (PAA):

1. **Strategic Outcome:** An Accessible Electoral Framework that Canadians Trust and Use
   - 1.1 **Program:** Electoral Operations
     - 1.1.1 **Sub-program:** Electoral Preparedness
     - 1.1.2 **Sub-program:** Electoral Event Delivery
     - 1.1.3 **Sub-Program:** Electoral Boundaries Redistribution
   - 1.2 **Program:** Regulation of Electoral Activities
     - 1.2.1 **Sub-program:** Administration of Political Financing
     - 1.2.2 **Sub-program:** Compliance
   - 1.3 **Program:** Electoral Engagement
     - 1.3.1 **Sub-program:** Civic Education and Outreach
     - 1.3.2 **Sub-program:** Electoral Development

   Internal Services

Operating Environment and Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to the Organization's Program(s)
General election called before October 19, 2015	While Elections Canada achieved election readiness by March 1, 2015 in anticipation of a spring election, it did not foresee an election call in the middle of the summer. Some delays were encountered in opening local offices but this did not impact the successful delivery of the election.	• Electoral Operations • Regulation of Electoral Activities • Electoral Engagement • Internal Services
Insufficient time to fully implement changes in Bill C-50 within the proposed 60 days for its coming into force	The agency was prepared to make every effort to implement Bill C-50, *An Act to amend the Canada Elections Act*, which was introduced on December 10, 2014. However, the bill died on the order paper with the dissolution of Parliament.	• Electoral Operations • Regulation of Electoral Activities • Electoral Engagement • Internal Services

Risk	Risk Response Strategy	Link to the Organization's Program(s)
Electoral event delivery impacted by a compromise of information and communications technology systems or services	The agency implemented the following preventive measures to mitigate risks: • extensive in-house testing and simulation • vulnerability and threat risk assessment • contingency planning and disaster recovery planning • a new governance to respond to incidents During the election, the agency conducted a 24/7 incident monitoring and response process. A few very minor incidents were reported and addressed almost instantly; none of them impacted the successful delivery of the election.	• Electoral Operations • Regulation of Electoral Activities • Electoral Engagement • Internal Services
Non-compliance by poll workers with rules and procedures prescribed by the *Canada Elections Act*	Elections Canada invested in a new program to recruit and train election officers, considerably increased the number of poll officials hired and made processes more user friendly. It proceeded with a Treasury Board submission to increase election workers' wages to offer fair compensation and help attract qualified individuals. The audit of poll worker performance[6] found that election officers properly performed their duties and functions.	• Electoral Operations • Regulation of Electoral Activities • Electoral Engagement • Internal Services

Organizational Priorities

Priority 1: Maintain readiness and successfully deliver the 42nd general election in 2015

Description: Delivering elections is at the core of Elections Canada's mandate. The 42nd general election is scheduled to take place on October 19, 2015. Elections Canada achieved election readiness by March 1, 2015. The agency has largely implemented amendments to the *Canada Elections Act* and completed the vast majority of its three-year plan of administrative changes aimed at improving services to electors. Deploying resources for conducting and wrapping up the general election will be the agency's sole priority in 2015–2016.

Priority Type: New

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
▸ Maintain election readiness	April 2015	August 2015	Previously committed to	▸ Electoral Operations ▸ Regulation of Electoral Activities ▸ Electoral Engagement ▸ Internal Services

Progress Toward the Priority
Elections Canada achieved readiness by March 1, 2015. It implemented changes required by amendments to the *Canada Elections Act* and completed its planned administrative changes aimed at improving services to electors. In the months preceding the election, Elections Canada hired additional personnel at its headquarters to conduct the election and printed manuals and various geographical products for distribution. The agency also took part in preparations that included staging field material and equipment, setting up call centres and providing technology for field offices.

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Program(s)
▸ Deliver the 42nd general election	August 2015	March 2016	Previously committed to	▸ Electoral Operations ▸ Regulation of Electoral Activities ▸ Electoral Engagement ▸ Internal Services

Progress Toward the Priority

Upon issue of the writs, Elections Canada hired, trained and deployed election workers to the field. It opened and equipped 338 local offices and 240 additional points of service, and then informed Canadians on when, where and the different ways to register and vote. Elections Canada began registering electors, prepared the preliminary lists of electors and subsequently delivered voter information cards to approximately 25.8 million electors. The agency assessed and confirmed candidate nominations and also supported political entities with timely information. Lastly, the agency participated in rolling out 4,946 advance polls, 66,026 stationary polls and 1,885 mobile polls, for a total of 72,857 polls located in 16,185 poll sites. The agency successfully delivered the 42nd general election on October 19, 2015.

Following the 42nd general election, the agency participated in close-out activities. Elections Canada validated election results and presented the Chief Electoral Officer's report on the conduct of the election to Parliament in February 2016. In fall 2016, it released a more detailed retrospective report on the general election and an audit report on the performance of poll workers. The agency released the Chief Electoral Officer's recommendations report in the fall of 2016.

Finally, the agency has begun to audit political entities' financial returns and to reimburse election expenses of eligible political parties and candidates—a process that will run through 2016–17.

Section II: Expenditure Overview

Actual Expenditures

The total differences between actual and planned spending/human resources are summarized in the following tables. They show the year-over-year variation in the agency's resources, which results from the cyclical activity that supports election programs. Spending typically peaks in the fiscal year in which a general election is conducted. During a majority government, a typical cycle covers four years.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	Difference (actual minus planned)
395,959,817	395,959,817	488,324,747	486,406,354	90,446,537*

*The additional expenditures of $90M for 2015–16 are mainly a result of the impact of the 42nd general election's longer election calendar on Elections Canada's operations and reimbursements to candidates and parties, as well as the impact of the increased voter turnout at the advance polls.

Human Resources (Full-Time Equivalents [FTEs])

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
554	724	170*

*The difference of 170 FTEs mainly results from additional temporary employees for the 42nd general election.

Budgetary Performance Summary

Budgetary Performance Summary for Program(s) and Internal Services (dollars)

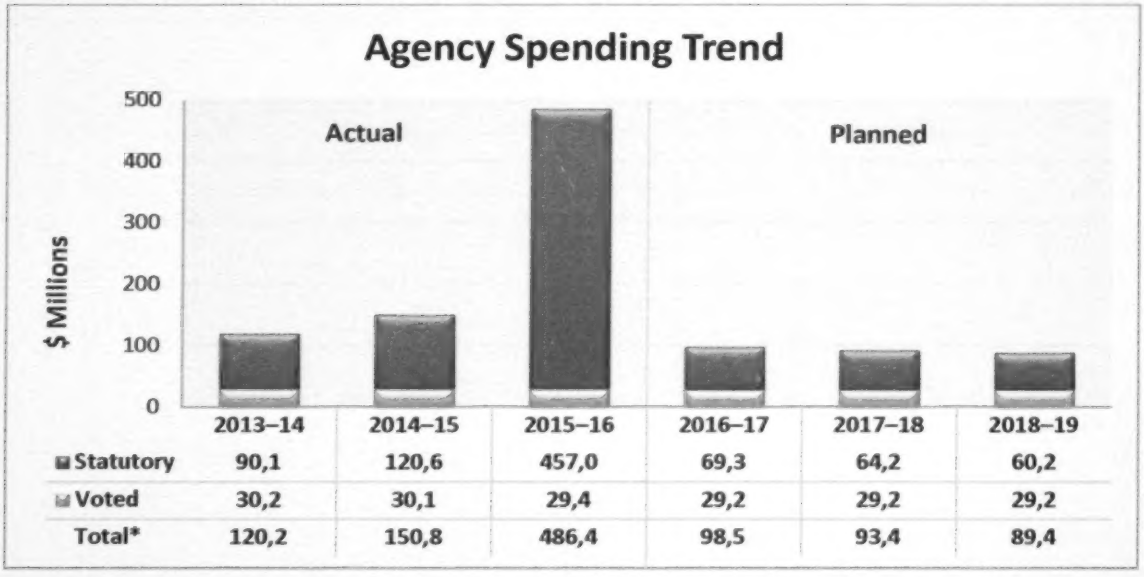
Program(s) and Internal Services	2015–16 Main Estimates	2015–16 Planned Spending	2016–17 Planned Spending	2017–18 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2014–15 Actual Spending (authorities used)	2013–14 Actual Spending (authorities used)
Electoral Operations	277,113,580	277,113,580	45,743,386	42,310,793	332,356,077	331,586,802	90,292,796	45,326,885
Regulation of Electoral Activities	79,015,382	79,015,382	11,656,805	9,963,715	117,101,533	116,777,324	18,101,587	27,960,704
Electoral Engagement	8,060,043	8,060,043	9,059,837	9,059,837	8,445,734	8,244,303	8,261,985	7,974,120
Internal Services	31,770,812	31,770,812	32,075,233	32,075,233	30,421,403	29,797,925	34,110,007	38,966,040
Total	**395,959,817**	**395,959,817**	**98,535,261**	**93,409,578**	**488,324,747**	**486,406,354**	**150,766,375**	**120,227,749**

Elections Canada's Financial Framework

Elections Canada's unique dual funding mechanism and planning practices are a function of its mandate. The agency is funded in part by an annual appropriation that covers the salaries of its indeterminate positions and is not affected by the electoral cycle. The agency also has a statutory authority that allows it to draw directly from the Consolidated Revenue Fund for all other expenses. The statutory authority serves to recognize Elections Canada's independence from the government. It also ensures that Elections Canada has access to the funds required for elections that may occur at any time.

Under Canada's parliamentary system, general elections are scheduled to take place on fixed dates but can still be called in advance. This is particularly the case in a minority government situation. By-elections, which take place whenever seats in the House of Commons become vacant, are also unpredictable. For these reasons, Elections Canada does not normally forecast election readiness and delivery activities.

Agency Spending Trend



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Statutory	90,1	120,6	457,0	69,3	64,2	60,2
Voted	30,2	30,1	29,4	29,2	29,2	29,2
Total*	120,2	150,8	486,4	98,5	93,4	89,4

*Totals may not add up due to rounding.

The agency spending fluctuation is dictated mostly by election dates. As the 42nd general election was held on October 19, 2015, the effects are reflected by the peak of expenditures forecasted for its conduct in 2015–16, as well as higher expenditures in 2014–15, when activities required to achieve operational readiness took place. In the years following an election, expenditures drop sharply, returning to their usual level as election activities wind down. These planned expenditures are lower than actuals from before the election (2013–14), mainly due to the legislated phasing out of the quarterly allowances to political parties and the one-time expenditures paid in 2013–14 for the relocation of Elections Canada's headquarters to Gatineau, Quebec.

Expenditures by Vote

For information on the Elections Canada's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2016*.[7]

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015–16 Actual Spending With the Whole-of-Government Framework[8] (dollars)

Program	Spending Area	Government of Canada Outcome	2015–16 Actual Spending
Electoral operations	Government affairs	A transparent, accountable and responsive federal government	331,586,802
Regulation of electoral activities	Government affairs	A transparent, accountable and responsive federal government	116,777,324
Electoral engagement	Government affairs	A transparent, accountable and responsive federal government	8,244,303

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic affairs	–	–
Social affairs	–	–
International affairs	–	–
Government affairs	364,189,005	456,608,429

Financial Statements and Financial Statements Highlights

The financial highlights presented in this section are drawn from Elections Canada's financial statements. These financial statements have been prepared using Government of Canada accounting policies, which are based on Canadian public sector accounting standards. This method of accounting, known as the accrual basis of accounting, differs from the method used to present the figures in the previous sections; those figures are based on authorities voted by Parliament on a modified cash basis.

Condensed Statement of Operations (unaudited) for the Year Ended March 31, 2016 (dollars)

Financial Information	2015–16 Planned Results	2015–16 Actual	2014–15 Actual	Difference (2015–16 actual minus 2015–16 planned)	Difference (2015–16 actual minus 2014–15 actual)
Total expenses	412,678,000	503,703,000	147,871,000	91,025,000	355,832,000
Total revenues	–	–	–	–	–
Net cost of operations before government funding and transfers	412,678,000	503,703,000	147,871,000	91,025,000	355,832,000
Agency net financial position	33,296,000	32,033,000	32,606,000	(1,263,000)	(573,000)

The increase of $355.8 million in total expenses in 2015–16 over 2014–15 mainly results from the conduct of the 42nd general election. The additional expenditures of $91.0 million (22%) over the 2015–16 planned expenditures also mainly results from the 42nd general election, due to the impact of the longer election calendar on Elections Canada's operations and reimbursements to candidates and parties, as well as the impact of the increased voter turnout at the advance polls.

Condensed Statement of Financial Position (unaudited) as at March 31, 2016 (dollars)

Financial Information	2015–16	2014–15	Difference (2015–16 minus 2014–15)
Total net liabilities	76,750,000	31,223,000	45,427,000
Total net financial assets	82,562,000	26,825,000	55,737,000
Agency net debt	5,812,000	(4,398,000)	10,210,000
Total non-financial assets	26,221,000	37,004,000	(10,783,000)
Agency net financial position	32,033,000	32,606,000	(573,000)

Total net liabilities for 2015–16 are at $76.7 million, an increase of $45.4 million (145%) from 2014–15. This change is largely explained by the liabilities for the reimbursements to political parties and candidates for the 42nd general election.

Financial Statements

The audited financial statements for the Office of the Chief Electoral Officer for the year ended March 31, 2016, are available on the Elections Canada website.[9] They include the Statement of Management Responsibility Including Internal Control over Financial Reporting as well as the annex for fiscal year 2015–16.

Section III: Analysis of Program(s) and Internal Services

Programs

Program 1.1: Electoral Operations

Description

This program allows Elections Canada to deliver fair and efficient electoral events whenever they may be required so that Canadians are able to exercise their democratic right to vote during a federal general election, by-election or referendum by providing an accessible and constantly improved electoral process responsive to the needs of electors.

Program Performance Analysis and Lessons Learned

Maintain Readiness and Implement Administrative Improvements

Improve Quality Controls

To minimize procedural and record-keeping errors at the polls, Elections Canada introduced enhanced recruitment practices, modernized training and, where possible, simplified procedures and clarified instructions for poll workers. It also hired central poll supervisors and registration officers in greater numbers to enhance monitoring and minimize errors.

According to a post-election survey, 96% of elections workers felt well prepared to undertake their tasks during the 42nd general election. This is a notable increase compared to the 41st general election; the majority of returning officers believed that the training of poll workers improved procedural compliance.

Modernize Voter Registration

For the first time in a general election, Elections Canada provided an online voter registration service and promoted it throughout the election. More than 1.7 million electors used the service. Online transactions accounted for 37% of all voters list updates during the revision period, including 107,000 new registrations. Information obtained through the online registration service was added to a new secure national database that can be accessed and updated in real time by returning officers.

These initiatives contributed to improving the accuracy of the preliminary lists of electors and helped reduce the number of manual, paper-based registrations taking place in-person on election day—a known source of procedural and record-keeping errors in the 41st general election. In 2015, 5.8% of electors who voted registered on election day, down from 6.2% in 2011.

Enhance Accessibility

Working with the disability community, Elections Canada set 35 accessibility criteria for polling places. The majority of locations (96%) met all 15 mandatory accessibility criteria. Information on the accessibility of polling locations was made available to the public on both the voter information card and Elections Canada's website.

The agency offered registration and voting information in accessible formats and made changes to staffing and training design to assist electors and reduce barriers to voting for electors with disabilities. It also assigned new accessibility officers to local offices and polling locations and provided Braille lists of candidates and magnifiers at polling stations. As a further step, election workers were positioned at the doors to the polling stations to open them for all visitors.

An accessibility feedback form, available online and at polling locations and local offices, allowed electors to report challenges they encountered or to file complaints regarding poll site accessibility. The majority of electors with a disability who were surveyed post-election indicated that election staff was sensitive to their needs when voting and 99% did not report any accessibility problems. While this figure is an improvement over 2011 (when it was 96%), there remain instances of electors facing accessibility barriers. Other survey and evaluation results showed that the accessibility of information and of polling locations could be improved.

Implement the Voter Identification Policy

Elections Canada introduced a revised voter ID policy that more clearly explains the procedures, lists authorized ID documents and provides guidance to ensure the consistent application of requirements. The agency authorized new pieces of voter identification, including electronic statements, invoices and ID issued by First Nations bands, Métis organizations and Inuit local authorities. The vast majority (99%) of voters said they had the required identification documents with them when they went to vote. The result for this measure was the same in 2011, and was 98% in 2008.

Expand Opportunities for Voting

Pursuant to recent legislative changes, Elections Canada conducted an additional day of advance polling, bringing the total to four days. It set up 240 more advance polls than it did for the 41st general election (a 5% increase), at 4,946 advance polling locations. More than 3.6 million electors cast their votes at advance polls, representing a 74% increase over the 41st general election.

Among the agency's 148 satellite offices, 71 were located on campuses, at YMCAs, and in Friendship Centres. These offices provided registration and voting services, making it easier for students, youth and Aboriginal electors to vote. More than 70,000 electors voted at these satellite offices, with campus locations having the highest voter turnout.

For the first time, the agency also provided on-demand special ballot voting service at 97 acute care hospitals. The feedback on the new model was positive. A total of 22,000 electors in 764 acute care hospitals voted by special ballot, compared to 21,000 electors in 759 acute care hospitals in 2011.

Improve Contact Centre Services

For the 42nd general election, Elections Canada introduced a dedicated website to offer information and quick reference to the public. The agency also introduced a new email enquiry service and online centralized complaint form to respond to questions and manage feedback from electors.

As in previous elections, the agency offered a toll-free number through which electors could access automated information or speak to an agent. Elections Canada worked with various partners, such as Service Canada and the Canada Revenue Agency, to ensure that a sufficient number of agents were on-hand to answer calls. When the voice response system was not able to direct the caller to the requested information, a four-tier system was used to further triage and answer more complex queries.

During the 42nd general election the agency received 1,353,700 calls (compared to 1,288,235 for the 41st general election) and 40,600 written communications. Having broadly promoted the enhanced complaints services through all of its communications channels, the agency was fully prepared for any significant increase in the volume of complaints. Elections Canada responded to the 17,200 complaints received during this election more efficiently than the 5,600 received during the 41st general election. Significant service improvements were achieved, with virtually all complaints responded to by March 2016.

Deliver the 2015 General Election

The issue of the writ in the middle of the summer required Elections Canada to launch field deployment earlier than planned. The agency acted quickly to assist returning officers open 338 local offices and 148 satellite offices. Some offices, however, were delayed in opening, as returning officers were required to revise staffing and delivery plans and, in some cases, renegotiate leases or find new office locations.

As soon as local offices were up and running, returning officers began to serve electors who wished to vote by special ballot. They started validating candidates' nomination papers, oversaw outreach and targeted revision, and hired approximately 285,000 election workers (55,000 more than in 2011). They also hired training officers to deliver the redesigned election worker training program and oversaw the training process for quality assurance.

On election day, returning officers set up 66,026 stationary polls and 1,885 mobile polls. Three quarters (76%) of all Canadians who voted in the election did so on election day. At 68.3%, the voter turnout for the 42nd general election was the highest in 20 years. Electors aged 18 to 24 are those with the steepest turnout increase, and the gap between election day turnout among electors living on First Nations reserves and that of electors in the general population was the smallest observed in recent history.

Following the election, the agency oversaw the closing of local offices, satellite offices and polling sites and the validation of results. The Chief Electoral Officer submitted his official report on the conduct of the election to the Speaker of the House of Commons on February 5, 2016. The Official Voting Results for the 42nd general election were published online on February 29, 2016, followed by the retrospective report on the 42nd general election and the recommendations report, submitted to the Speaker of the House of Commons in the fall of 2016.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
277,113,580	277,113,580	332,356,077	331,586,802	54,473,222*

*The additional expenditures of $54M for 2015–16 are mainly a result of the impact of the 42nd general election's longer election calendar on Elections Canada's operations and the increased voter turnout at the advance polls.

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
297	444	147*

*The difference of 147 FTEs mainly results from additional temporary employees for the 42nd general election.

Performance Results

Expected Results	Performance Indicators*	Actual Results
The electoral process is accessible and responsive to the needs of electors	Percentage of voters who are satisfied with their voting experience	According to the Survey of Electors, 96% of electors were satisfied with their voting experience; 81% reported they were "very satisfied" and 15% reported they were "somewhat satisfied."
	Percentage of non-voters reporting administrative reasons as their main reason for not voting	In the Survey of Electors, 11% of non-voters identified reasons related to the electoral process as the reason for not voting. This result is consistent with results from previous elections.
Elections are delivered whenever they are called	Number of days required for all electoral offices to be fully functional	For the 2015 general election, 320 of the 338 returning offices (about 95%) were open and operational within eight days. The last one was open and fully operational 15 days after the election call. In the 2011 general election, all returning offices were considered operational within three days of the election call.
	Percentage of eligible electors included on the list (coverage**)	The final list of electors for the 2015 general election included an estimated 94.5% of eligible electors. This is a one percentage point increase over results from the 2011 general election.
	Percentage of electors included on the list and at the correct address (currency/accuracy**)	The final list of electors for the 2015 general election had an estimated currency rate of 88.3%, compared to 85.5% for the 2011 general election. It had an estimated accuracy rate of 93.5%, compared to 91.4% in the 2011 general election.
Elections accurately reflect the choices Canadians make	Variance between the preliminary and official results (validated or subsequent to judicial recounts)	For the 2015 general election, the average variance between preliminary and final results totals for all 338 electoral districts was 0.5570%. In no electoral district did the variance between preliminary and validated voting results affect the outcome of the election. For the 2011 general election, the average variances between preliminary and validated results totals for all 308 electoral

Expected Results	Performance Indicators*	Actual Results
		districts was 0.3652%.
	Number of electoral districts where official election results have been overturned because of administrative errors	No election results were overturned.
Canadian electors have opportunities to exercise their right to vote	Number of complaints that deal with accessibility of the voting process for people with disabilities	Of the 17,200 complaints filed by electors during the 2015 general election, 3,085 (18%) were related to accessibility for people with disabilities. A total of 1,872 complaints related to accessibility for people with disabilities were filed during the 2011 general election (corresponding to 33% of all complaints received).
The redistribution of electoral boundaries is effectively supported	Percentage of commissioners who are satisfied with the services and support provided by Elections Canada	Not applicable in 2015–16.

*Targets for these performance indicators are under development.

**Coverage is the proportion of eligible electors (Canadian citizens aged 18 and over) who are registered. Currency is the proportion of eligible electors who are registered at their current address. Accuracy is the proportion of registered electors who are listed at their current address.

Program 1.2: Regulation of Electoral Activities

Description

This program provides Canadians with an electoral process that is fair, transparent and in compliance with the *Canada Elections Act*. Within this program, Elections Canada is responsible for administering the political financing provisions of the Act. This includes compliance monitoring, disclosure and reporting of financial activities.

Program Performance Analysis and Lessons Learned

Finalize Registration of Electoral District Associations

To finalize the implementation of revised electoral district boundaries, Elections Canada completed the registration of new electoral district associations, confirmed existing associations and assisted political entities in deregistering associations that were no longer active. It also revised the lists of electors to align with the new boundaries.

Implement the Electoral Integrity Program

Elections Canada developed and implemented an Electoral Integrity Office to oversee compliance with voting procedures and enhance its ability to detect, analyze and respond to incidents that could affect the integrity of the electoral process.

The agency highlighted the need for vigilance and reporting of unfair campaign practices in its messages to the public and to political entities, and was on alert for any signs of incidents involving, among other things, deceptive communications with electors.

Elections Canada acted quickly on reports of potential risks to electoral integrity. In response to complaints of smudged or pre-marked ballots, it reviewed 28 polls and conducted two post-election studies. It investigated reports of potential double-voting on a case-by-case basis. It reviewed all complaints of misinformation provided to electors by candidates and political parties. All cases involving a potential infringement of the Act were referred to the Commissioner of Canada Elections, or to the Canadian Radio-television and Telecommunications Commission, for an independent investigation.

As required by legislation, Elections Canada commissioned an independent audit of poll workers' performance. The audit report concluded that election officials properly exercised their powers and properly performed their duties when it came to regular electors (about 90% of electors). The same could be said for electors subject to special procedures (about 10% of electors). However, for the latter group, administrative procedures such as record-keeping were not always performed consistently. The audit also concluded that training programs and their delivery were effective. The report recommends some improvements going forward, both administrative and legislative.

Align Political Financing Systems with the New Legal Framework

Elections Canada implemented several measures to align with new rules on political financing created by amendments to the *Canada Elections Act*. It revised its internal systems, political financing manuals for political entities and financial reporting forms, and prepared new financial filing software that was used by candidates to issue contribution receipts and prepare campaign returns.

Following the election, the vast majority of candidates (85%) reported that they had used the political financing handbook; 75% of them found it useful.

Issue Written Opinions, Guidelines and Interpretation Notes

Under new legislative requirements, Elections Canada began issuing written opinions, guidelines and interpretation notes (OGIs) on the application of the *Canada Elections Act* to political entities in the spring of 2015. The agency's approach was informed by consultations with the Advisory Committee of Political Parties (ACPP) to discuss the new OGI process. The ACPP was pleased with this new program and its implementation.

The agency issued 11 OGIs for the 42nd general election, covering topics such as election advertising on the Internet, candidate and leader debates, and the use of Member of Parliament resources outside an election period. Although the OGI process was a success overall, it would benefit from some adjustments to the legislative framework.

Administer Reimbursements and Subsidies

Following the 42nd general election, 984 candidates and 5 registered parties qualified for a partial reimbursement of their election expenses. Elections Canada began the process of providing reimbursements to qualified eligible candidates and registered political parties, a process that will continue in 2016–17. The agency has also begun sending subsidies to candidate's auditors.

Audit Returns Following the General Election

Using updated audit programs to align with new legislative requirements, Elections Canada began the process of performing compliance audits on the election expenses returns of political entities in February 2016. A total of 1,800 candidates and 23 registered parties will require an audit. This exercise will continue in the 2016–17 fiscal year.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
79,015,382	79,015,382	117,101,533	116,777,324	37,761,942*

*The additional expenditures of $38M for 2015–16 are mainly a result of the impact of the 42nd general election's longer election calendar on reimbursements to candidates and parties.

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
59	81	22*

*The difference of 22 FTEs mainly results from additional temporary employees for the 42nd general election.

Performance Results

Expected Results	Performance Indicators*	Actual Results
Canadians have confidence in the integrity of how the electoral process is managed	Percentage of Canadian electors who believe Elections Canada is non-partisan	According to the Survey of Electors, most electors (92%) felt that Elections Canada had conducted the election fairly, compared with 90% in 2011.
	Percentage of candidates who express confidence in how Elections Canada administers and regulates federal elections	According to the Survey of Candidates, just over two thirds of candidates (69%) said they were satisfied with the way the election was administered in their riding, which is consistent with previous results of 72% in 2011 and 68% in 2008.
Canadians have timely access to accurate political financing data	Percentage of guidelines and interpretation notes (OGIs) issued within statutory requirements	The OGIs were generally issued in accordance with a work plan and timetable agreed upon by representatives of the Advisory Committee of Political Parties. None were subject to statutory timeline requirements.
Political entities understand and comply with their obligations under the *Canada Elections Act*	Proportion of cases that are subject to administrative measures and/or referred to the Commissioner of Canada Elections	Result to be reported in 2016–17 as this activity is still underway at the time of publishing this report.
	Percentage of candidates who are satisfied with the tools and information provided by Elections Canada	Of the candidates and their agents who attended the agency's "Starting the Campaign" training session, 99% rated it as either "good" or "excellent." Of those who attended the "Closing the Campaign" session, 98% rated it as either "good" or "excellent." Furthermore, 74% of candidates found the *Political Financing Handbook for Candidates and Official Agents* to be useful.

*Targets for these performance indicators are under development.

Program 1.3: Electoral Engagement

Description

This program promotes and sustains the Canadian electoral process. It provides Canadians with electoral education and information activities so that they can make informed decisions about their engagement in the electoral process. It also aims to improve the electoral framework by consulting and sharing electoral practices with other stakeholders.

Program Performance Analysis and Lessons Learned

Provide Support to Parliament

The Chief Electoral Officer appeared before the Standing Committee on Procedure and House Affairs on May 7, 2015, to discuss the Main Estimates 2015–16, as well as Bill C-50 *An Act to Amend the Canada Elections Act*. During his appearance, the Chief Electoral Officer also took the time to inform parliamentarians of Elections Canada's plans for the delivery of the 42nd general election.

The Chief Electoral Officer provided Parliament with insights into the key successes and main challenges for this election in his official report on the conduct of the election, submitted to the Speaker of the House of Commons on February 5, 2016. Further analysis of the lessons learned and the directions recommended to act on these lessons were shared in the retrospective report on the 42nd general election and the report on recommendations for improving Canada's electoral framework. These reports were presented to Parliament in the fall of 2016.

Engage Stakeholders

Leading up to the election, Elections Canada worked closely with stakeholders to ensure that the needs of electors and political participants would be met throughout the election period.

The agency engaged political parties through the Advisory Committee of Political Parties,[10] convening an annual general meeting in June 2015 and a conference call following the issue of the writs in August. Elections Canada also held a post-election meeting in November 2015 in which members shared feedback on their experiences of the election and the services provided by the agency.

Elections Canada worked with the Advisory Committee of Political Parties to inform its approach on developing OGIs on the application of the *Canada Elections Act* to political entities. Some members reported that the process helped build bridges and common understanding between Elections Canada and the parties. They particularly appreciated the 30-day pre-consultation period.

The agency consulted with the Elections Canada Advisory Board[11] and the Standing Committee on Procedure and House Affairs[12] on issues such as improvements to the voting process and challenges presented by new legislative requirements.

Elections Canada worked with members of the Advisory Group for Disability Issues[13] to not only improve the accessibility of election information, polling sites and voting procedures, but also to disseminate information products to the communities they represent. Through a post-election meeting, the agency collected feedback from the Advisory Group to set an agenda for future improvements.

Finally, the agency engaged with national organizations representing other targeted groups of electors who typically face barriers to voting or who are less aware of the electoral process, such as Aboriginal electors, electors from ethnocultural groups, electors who are homeless, seniors living in long-term care facilities, and youth and students. Local efforts to reach these groups included hiring community relations officers to conduct outreach and 285 Aboriginal Elders and youth to work at polling places.

Communicate with Electors

In the lead up to the 42nd general election, Elections Canada launched a multi-channel communications campaign to inform electors on how to register, options and procedures for voting, identification requirements and key dates in the election calendar.

Using plain language and visual elements, the agency delivered information to electors through multiple channels such as direct mail, news media, social media and an election website, as well as TV, radio, print and digital advertising. Information on where, when and ways to register and vote was also available in alternate formats such as large print, Braille, audio and ASL/LSQ video, and online in 31 heritage languages and 12 Aboriginal languages. A voter information card was sent to approximately 25.8 million electors, followed by a general information brochure mailed to every Canadian household. Campaign messages were also viewed by millions on social media.

Elections Canada's review of the campaign found that it was more effective than the 2011 campaign, with top of mind awareness of Elections Canada as the organization providing information on the voting process at 45% in 2015 versus 30% in the 41st general election. Equally important, the aided recall of the campaign slogan, "Ready to Vote" was at 35% versus 14.5% for the "Vote. Shape your World." slogan in 2011. Post-campaign aided recall of the "Ready to Vote" slogan was highest among students (44%).

Of the electors surveyed post-election, 83% said that their voting information needs had been

met. The proportion of non-registered electors surveyed who knew how to register doubled over the course of the campaign.

Promote Civic Education

Elections Canada contracted CIVIX to run the Student Vote parallel election program from October 13 to 16, 2015, in elementary and high schools across the country. Students in grades 4 and up learned about government, candidates, parties and political issues, and then took part in a simulated election, casting mock ballots for federal candidates running in their riding. More than 7,500 schools—approximately half of all Canadian schools—registered to participate in the 2015 federal Student Vote program. A record 922,000 students from 6,662 schools, representing every federal electoral district across Canada, cast a mock ballot. This was a 78% increase from the number of schools and a 64% increase from the number of students who participated in the 2011 Student Vote program.

Public Service Award of Excellence

The recipients of the Public Service Award of Excellence 2016 were announced during National Public Service Week and the agency's Inspire Democracy Program Team was selected as a recipient. The team designed and led a new youth engagement initiative that combined digital and face-to-face interactions to successfully engage youth-serving organizations across Canada in a rich exchange of ideas on electoral participation. Their work had a critical impact on the success of Elections Canada's outreach during the election and supported Canadian youth in exercising their democratic right to vote.

International Assistance and Cooperation

In 2015–16, Elections Canada's international activities were focused on sharing best practices and gaining expertise through relevant forums in order to contribute to and profit from the international body of knowledge on electoral administration. Activity highlights include holding the visitor's program during the 42nd general election, hosting the Working Group on Accountability of Electoral Management Bodies for Voting Integrity,[14] and participating in electoral networks such as the Réseau des compétences électorales francophones[15] and the Commonwealth Electoral Network.[16]

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
8,060,043	8,060,043	8,445,734	8,244,303	184,260

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
62	68	6

Performance Results

Expected Results	Performance Indicators*	Actual Results
Canadians have the information they need to engage in the electoral process**	Canadian electors' recall rate of the Elections Canada advertising campaign	Top of mind awareness of Elections Canada as the organization providing information on the voting process was at 45% in 2015 versus 30% in 2011. Unaided recall of Elections Canada advertisements or communications about the voting process reached 79% by the end of the campaign period. When respondents were prompted, the voter information card (85%) and general information brochure (60%) had the highest recall, which is consistent with previous elections. Aided recall of the campaign slogan, "Ready to Vote" was at 35% versus 14.5% for the "Vote. Shape your World." slogan in 2011. Post-campaign aided recall of the "Ready to Vote" slogan was highest among students (44%).
	Percentage of Canadian electors using voting options other than polling day voting	In total, 24.3% of electors who voted in the 2015 general election used options other than election day voting, up from 16.2% in 2011.
	Percentage of Canadian electors who report that they knew when, where and ways to register and vote	In a post-election survey, 86% of electors indicated that they were well informed on when to vote; 81% on where to vote; and 73% on the different ways to vote. These indicators were not measured in 2011.

Expected Results	Performance Indicators*	Actual Results
Elections Canada is effective in promoting its civic education program and mobilizing stakeholders to carry out voter education	Number of orders for Elections Canada's civic education materials	For 2015–16, a total of 13,224 civic education materials orders were processed by the Public Enquiries Unit, which is an increase of more than 50% over the 2014–15 fiscal year. This includes 4,097 election simulation kits, which is an increase of 137% over the previous year.
	Number of stakeholders involved in Elections Canada's education activities	More than 150 stakeholders were involved in Elections Canada's education activities over the course of 2015–16, including teacher associations, ministries of education, student and youth leadership organizations, civic engagement organizations, provincial electoral management bodies, post-secondary institutions, organizations serving people with disabilities and seniors, Aboriginal organizations, ethnocultural organizations and literacy organizations.
Electoral agencies and international organizations benefit from assistance and cooperation in electoral matters	Number of official requests for international assistance to which Elections Canada responds	Elections Canada did not receive formal requests for international electoral assistance.
Parliamentarians have timely access to evidence-based information on existing and emerging electoral issues	Proportion of recommendations endorsed by the Standing Committee on Procedure and House Affairs	Not applicable in 2015–16.

*Targets for these performance indicators are under development.

**Note that Elections Canada established a new baseline evaluation of its multimedia public information campaign during the 42nd general election and therefore not all measures have comparable data from previous elections.

Internal Services

Description

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services;

Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Program Performance Analysis and Lessons Learned

Support Delivery of the 2015 General Election

Internal services played an essential role in maintaining election readiness and delivering the 42nd general election. Key contributions included:

- hiring temporary staff to assist in various tasks at Elections Canada headquarters;
- providing finance and contracting services to both headquarters and the field (e.g. processing payments, administering payroll services for election workers and issuing candidate reimbursements);
- deploying modern information technology and telecommunications infrastructure, as well as business systems solutions and services, at headquarters and in the field;
- conducting a simulation of its IT systems, which involved running a small mock election with only five electoral districts, with full setup of equipment, applications and every system in use during a real election; and
- supporting personnel at headquarters and in the field in managing the many changes being implemented for the 42nd general election.

Amend the Federal Elections Fees Tariff Regulation

The agency proceeded with a successful Treasury Board submission to increase the fees paid to poll workers and other local office staff. Post-election surveys found that 81% of election workers were satisfied with their hourly rate of pay during the 42nd general election, compared to 78% during the 41st general election.

While still meeting its service standard, Elections Canada required more time to pay poll workers in 2015 than in previous general elections. The exceptional duration of the event (78 days) and the large increase in the number of poll workers (55,000 more than in 2011) increased the volume and complexity of pay transactions. The agency is currently working on improving this service for the next general election.

Finalize the 2015 General Election Reporting Framework

Elections Canada finalized the scope and approach for reporting on the conduct of the 42nd general election. Together, the various post-election reports produced by the agency give

Canadians a comprehensive and integrated perspective on the 42nd general election, and provide Parliament with evidence-based advice to improve the administration of elections in Canada.

Strengthen Security

In the lead up to the election, Elections Canada continued to implement measures to strengthen security in response to gaps identified in a 2012 audit report. It reinforced governance and accountability for security management as well as controls over financial management and assets. Working with a broad network of public safety and security agencies, including local police services, the agency ensured the safety of electors and workers and the continuity of operations during the election.

Renew Strategic Plan

The agency continued to refine the direction of its strategic planning for 2016–19. It aims to better align the agency's operations with the evolving expectations of Canadian electors and political entities.

Enhance Information Management and Technology

For the 42nd general election, Elections Canada developed and implemented several new information management and technology applications, including online systems for voter registration, voters list revision, public enquiries and complaints management. It deployed geographical information systems, mapping software, and modernized electronic workflows and voter information systems, as well as enhanced reporting and analytics tools. Electors and other stakeholders made use of the new digital tools and services in significant numbers.

Other technical improvements completed during the reporting period included the expansion of the capacity of the agency's data centres, improvements to IT security, the implementation of MyGCHR, and preparatory work for the roll out of the Phoenix pay system.

Manage Human Resources

Throughout the reporting period, the Chief Human Resources Officer Sector continued to support the agency in managing its human resources, particularly in the areas of capacity, staffing, pay, health and safety, official languages and training.

Budgetary Financial Resources (dollars)

2015–16 Main Estimates	2015–16 Planned Spending	2015–16 Total Authorities Available for Use	2015–16 Actual Spending (authorities used)	2015–16 Difference (actual minus planned)
31,770,812	31,770,812	30,421,403	29,797,925	(1,972,887)*

*The reduction in Internal Services expenditures of $2M for 2015–16 is mostly due to the focus of the agency on the conduct and evaluation of the 42nd general election.

Human Resources (FTEs)

2015–16 Planned	2015–16 Actual	2015–16 Difference (actual minus planned)
136	131	(5)

Section IV: Supplementary Information

Supplementary Information Tables

The supplementary information tables listed in the *2015–16 Departmental Performance Report* are available on Elections Canada's website:

- Details on Transfer Payment Programs of $5 Million or More[17]
- Internal Audits and Evaluations[18]
- Response to Parliamentary Committees and External Audits[19]
- Policy on Green Procurement[20]
- User Fee Reporting[21]

Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Report of Federal Tax Expenditures*.[22] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

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Appendix: Definitions

Appropriation (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures (*dépenses budgétaires*): Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (*Rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

Full-time equivalent (*équivalent temps plein*): A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

Non-budgetary expenditures (*dépenses non budgétaires*): Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Performance (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

Performance indicator (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

Performance reporting (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

Planned spending (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

Plans (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Priorities (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

Program (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (*architecture d'alignement des programmes*): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (*Rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Results (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Statutory expenditures (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

Sunset program (*programme temporaire*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

Target (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Voted expenditures (*dépenses votées*): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Whole-of-government framework (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

[1] http://laws-lois.justice.gc.ca/eng/acts/E-2.01
[2] http://laws-lois.justice.gc.ca/eng/acts/E-3
[3] http://laws-lois.justice.gc.ca/eng/acts/R-4.7
[4] www.elections.ca/content.aspx?section=res&dir=rep/est/dpr2016&document=legislation&lang=e
[5] www.elections.ca/content.aspx?section=res&dir=rep/est/dpr2016&document=judicial&lang=e
[6] www.elections.ca/content.aspx?section=res&dir=rec/eval/pes2015/ege&document=app2-index&lang=e
[7] www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html
[8] www.tbs-sct.gc.ca/hgw-cgf/finances/rgs-erdg/wgf-ipp-eng.asp
[9] www.elections.ca/content.aspx?section=res&dir=rep/est/dpr2016&document=p8&lang=e#ftn20
[10] www.elections.ca/content.aspx?section=abo&dir=adv/acpp&document=index&lang=e
[11] www.elections.ca/content.aspx?section=abo&dir=adv/ecab&document=index&lang=e
[12] www.parl.gc.ca/Committees/en/PROC
[13] www.elections.ca/content.aspx?section=abo&dir=adv/agdi&document=index&lang=e
[14] www.elections.ca/content.aspx?section=abo&dir=int/act/int&document=index&lang=e
[15] http://recef.org/
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[17] www.elections.ca/content.aspx?section=res&dir=rep/est/dpr2016&document=details&lang=e
[18] www.elections.ca/content.aspx?section=res&dir=rep/est/dpr2016&document=audit&lang=e
[19] www.elections.ca/content.aspx?section=res&dir=rep/est/dpr2016&document=response&lang=e
[20] www.elections.ca/content.aspx?section=res&dir=rep/dpr/dpr2016&document=pgp&lang=e
[21] www.elections.ca/content.aspx?section=res&dir=rep/dpr/dpr2016&document=atip&lang=e
[22] www.fin.gc.ca/purl/taxexp-eng.asp